



DEOMI Diversity Competencies

Developed by
Dr. Renée Yuengling
renee@reneeyuengling.com

571.314.4671



Three-Part Project

1. Literature review
2. Competency development
3. Mid-Level training for civilian and military personnel





Part One

1. Literature Review

- Diversity literature
- Social identity literature
 - Bias, privilege, stereotype threat, micro-aggression
 - Individual performance & team performance
- Cultural literature
- Diversity in the military
- Efficacy of diversity training



Part Two

2. Diversity Competency Model

- Maps to Defense Language Office Cross-Cultural Competency (3C) Model

Challenges:

- Reliability of competency models
- Benchmarking to private sector
- Limitations of performance criteria
- Lack of ability to define “successful incumbents”
- Lack of credentialing for “advanced experts”



Part Three

3. Mid-level training

- Based on competencies
- Military and civilian
- 64 learning objectives based on the seven competencies
- Supported by and mapped to research
- 33 interactive modules across five days





Interactive training modules

Competency

Behavioral
anchors

Learning
Objectives

Research
Discipline #
1

Research
Discipline #
2

Research
Discipline #
3



Core Competencies

Core Enablers

Thinking Factors

Applying
Cultural
Knowledge

Organizational
Awareness

Cultural
Perspective
taking

Connecting Factors

Communication

Interpersonal
Skills

Cultural
Adaptability

Leading Others

Resilience Factors

Cognition

Tolerance of
ambiguity
Low need for
closure
Suspending
Judgment

Inclusiveness

Emotion

Stress
resilience
Emotion
Regulation

Self Self-

Confidence
Self-Identity
Optimism

Engagement Factors

Learning

Learning
through
observation
Inquisitiveness

Interaction

Social Flexibility
Willingness to
Engage
Integrity



1 - Applying Cultural Knowledge

- Applies knowledge of factual information about the history of the racial, ethnic, and gender groups in the United States, and the past and current (a) social, (b) political, (c) cultural, and (d) economic situation
- Recognizes the impact of the historical development of civil rights and diversity in the United States.
- Differentiates between representational diversity, inclusion, diversity climate, and employee engagement





2 - Organizational Awareness

- Understands the mission and functions of one's own organization, and how diversity connects to the mission
- Comprehends the regulatory requirements of EEO/EO and distinguishes both the differences and linkages with diversity
- Operates effectively within the organization by applying knowledge of how the organization's programs, policies, procedures, rules, and regulations may either enhance or create barriers for representational diversity and inclusion





3 - Cultural Perspective-Taking

- Demonstrates an awareness of one's own cultural assumptions, values, preferences, and biases, and understands how one's own identity group is viewed by members of other identity groups
- Applies perspective-taking skills to detect, analyze, and consider the point of view of others and recognizes how the other will interpret his/her actions
- Understands the formation of social identity, privilege, and bias structures, and can identify when they may be at play in organizational processes
- Analyzes the cultural context when interpreting environmental cues





4 – Communication

- Recognizes and manages both verbal and non verbal cues about personal attitudes toward diversity in general and racial, ethnic, and gender groups specifically
- Distinguishes the impact of racial, ethnic, and gender culture on communication behaviors, and can identify when they may create conflict or misunderstanding among work groups
- Listens carefully to others, paying close attention to the speaker's point of view
- Communicates thoughts and ideas in a way that is relevant to the listener
- Adjusts communication style to meet expectations of audience
- Seeks additional clarifying information when necessary





5 - Interpersonal Skills

- Develops and maintains positive rapport by showing respect, courtesy, and tact with others
- Interacts effectively with a variety of people
- Relates and adjusts well to people from varied backgrounds in different situations
- Engages in self-management when personal biases are activated or present



6 - Cultural Adaptability

- Understands the implications of one's actions and adjusts approach to maintain positive and bias free relationships with individuals or groups of other racial, ethnic, or gender cultures
- Gathers and interprets information about people and surroundings to increase awareness about how to interact with others
- Integrates well into situations in which people have different values, customs, and cultures
- Shows respect for others' values and customs





7- Leading Others

- Creates an inclusive environment
- Takes a multicultural versus colorblind approach when interacting with others
- Sets, communicates, and maintains standards for all
- Seeks and accepts feedback on diversity-related issues
- Creates focus on super-ordinate identity (team) and task
- Recognizes the diversity issues present in cross-dyad mentoring
- Focuses on performance results, not performance style
- Ensures decisions and behaviors reflect fairness
- Develops direct reports and fosters talent throughout organization





Questions?

